



# Supply Chain Optimization for Leaders

The Benefits and Approach  
to Optimizing a Supply Chain



# Introductions

# Workshop Objectives

- Introduction to a Constraints-Based approach of Supply Chain optimization
- Review key elements required for optimization of the supply chain
- Demonstrate the destabilizing effects of dependence, variation, lack of supply chain visibility and forecast inaccuracy
- Provide an understanding of the Supply Chain Optimization process

# The MEP Network

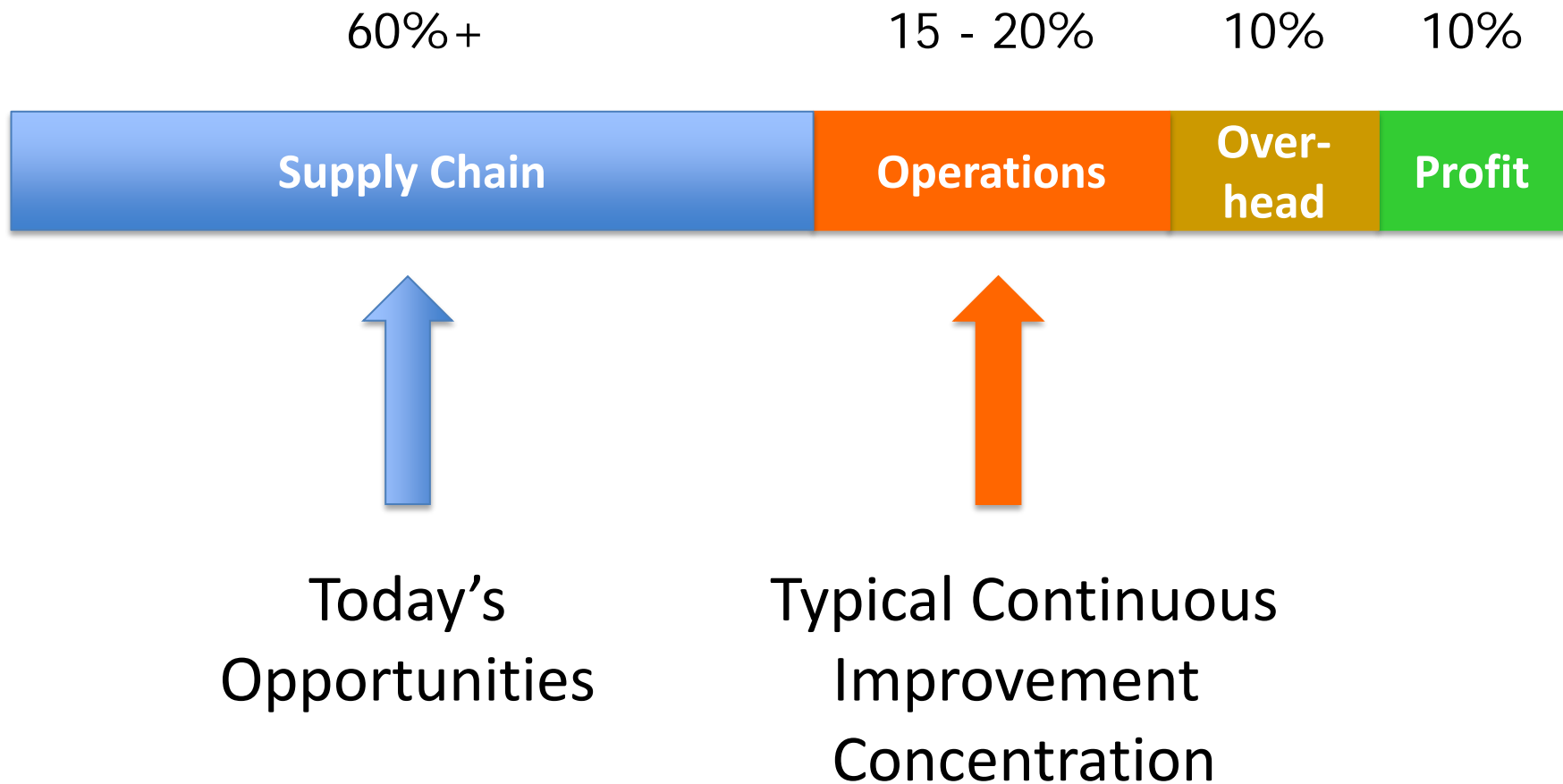


MEP • MANUFACTURING  
EXTENSION PARTNERSHIP

## The National Institute of Standards and Technology's Manufacturing Extension Partnership (MEP) Centers



# Why Optimize the Supply Chain



# Supply Chains Need Assistance in 12 Areas

Critical

1. Make better Total Cost of Ownership decisions
2. Increase effectiveness of ERP/MRP
3. Mitigate global risks
4. Reduce/manage volatility
5. Expand supplier matching capabilities to source for emergent needs
6. Improve OEM/Supplier product development collaboration

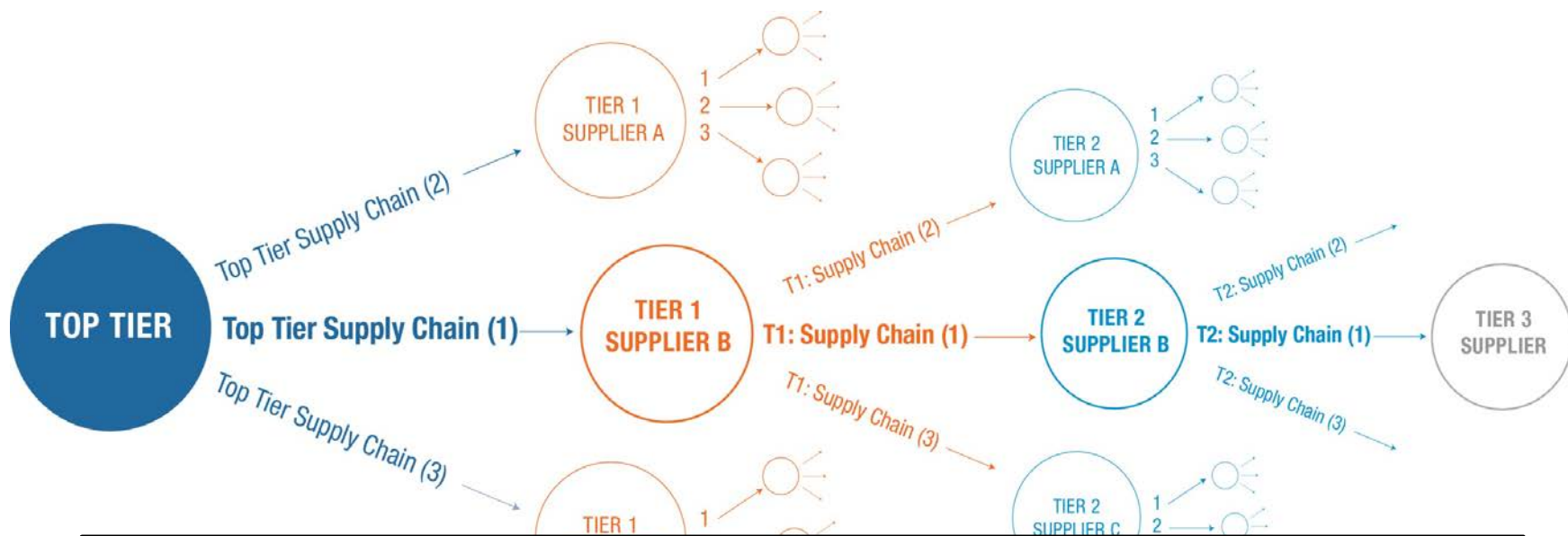
Highly Important

7. Document supply chain strategy
8. Align supply chain metrics with long-term business focus
9. Identify and address choke points in a sustainable manner
10. Optimization of the supply chain
11. Recognize the emergent needs for future capabilities and technology
12. Enhance value chain collaboration among suppliers, OEMs, and customers



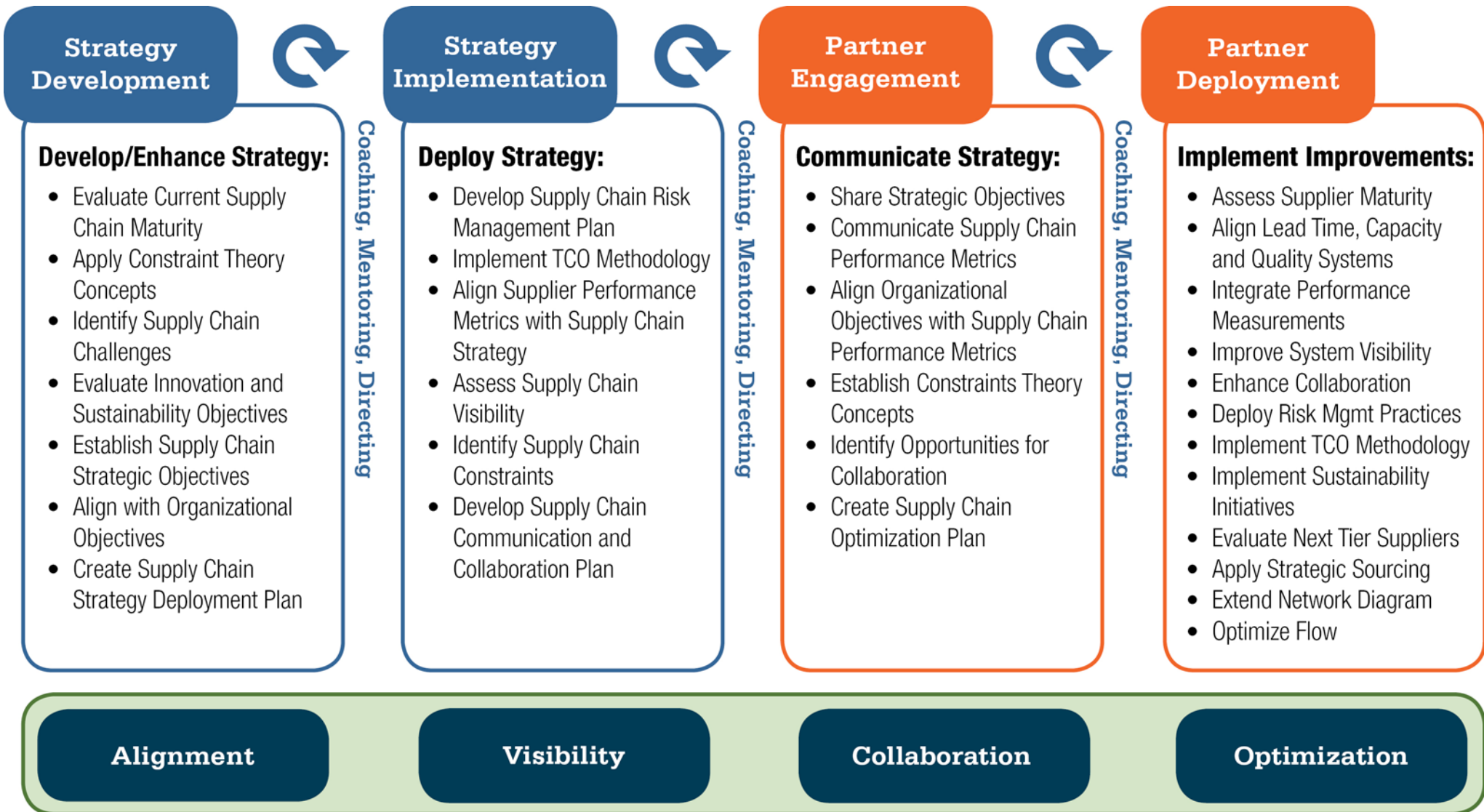
**U.S. Supply Chain  
Competitiveness  
Study**

# Focus: Optimizing Entire Supply Chain



Creating Competitive Advantage by Synchronizing Value Chains to the Lowest Tier where Constraints Exist

# Supply Chain Optimization Roadmap



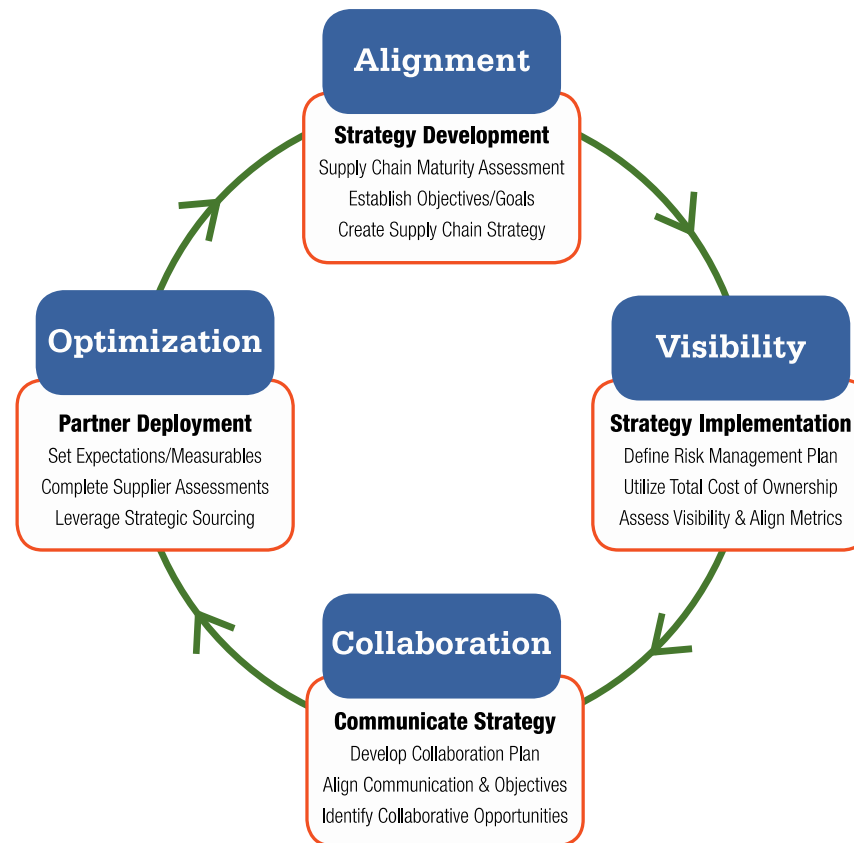


# Competitive Edge

Competition is no longer between companies, it's between supply chains. The volatile economy means that manufacturers have to be much more agile, flexible, and responsive to external pressures.

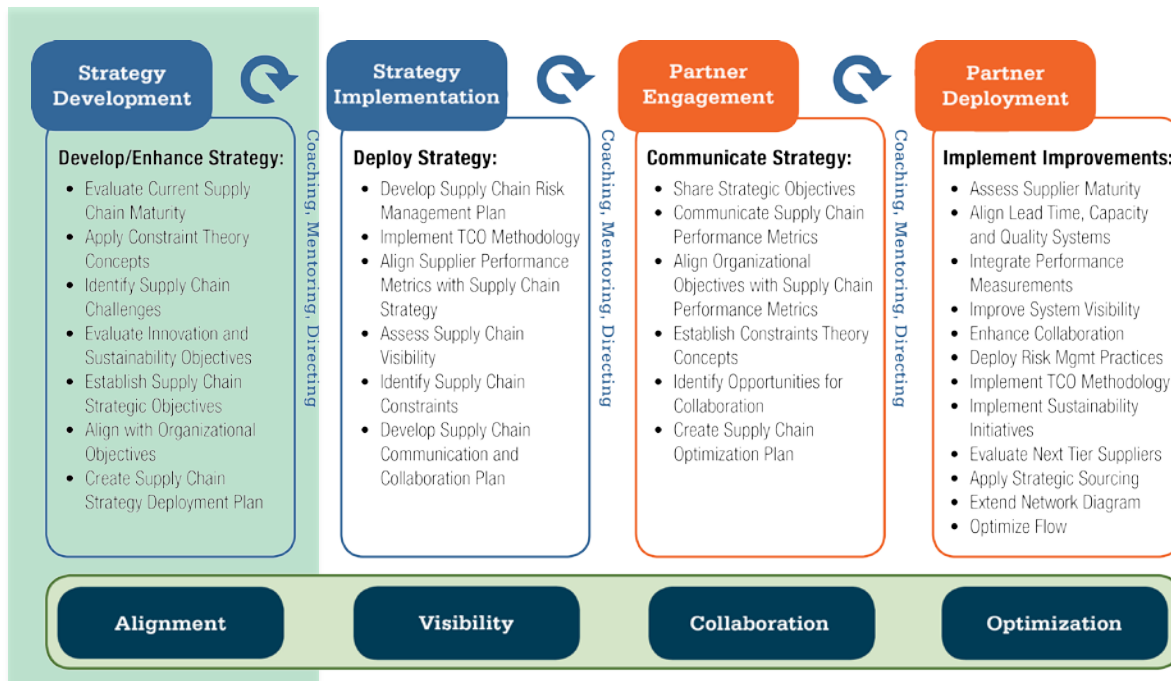
Those with optimized supply chains experience benefits like:

- Lower Costs
- Better Delivery
- Increased Quality
- Competitive Edge



# Strategy Development

## Develop/Enhance a Supply Chain Strategy



# Strategy Development

## Strategy Development



### Develop/Enhance Strategy:

- Evaluate Current Supply Chain Maturity
- Apply Constraint Theory Concepts
- Identify Supply Chain Challenges
- Evaluate Innovation and Sustainability Objectives
- Establish Supply Chain Strategic Objectives
- Align with Organizational Objectives
- Create Supply Chain Strategy Deployment Plan

Coaching, Mentoring, Directing

## Alignment

## Development Outcomes:

- Evaluate Current Supply Chain Maturity
- Apply Constraint Theory Concepts using Simulation-Based Learning
- Identify Supply Chain Challenges
- Establish Supply Chain Strategic Objectives
- Align with Organizational Objectives
- Create Supply Chain Strategy Deployment Plan

# Establish Strategic Objectives: Supply Chain Maturity Assessment

Online 18 question assessment of supply chain maturity. Examples:

## **Strategic Fit**

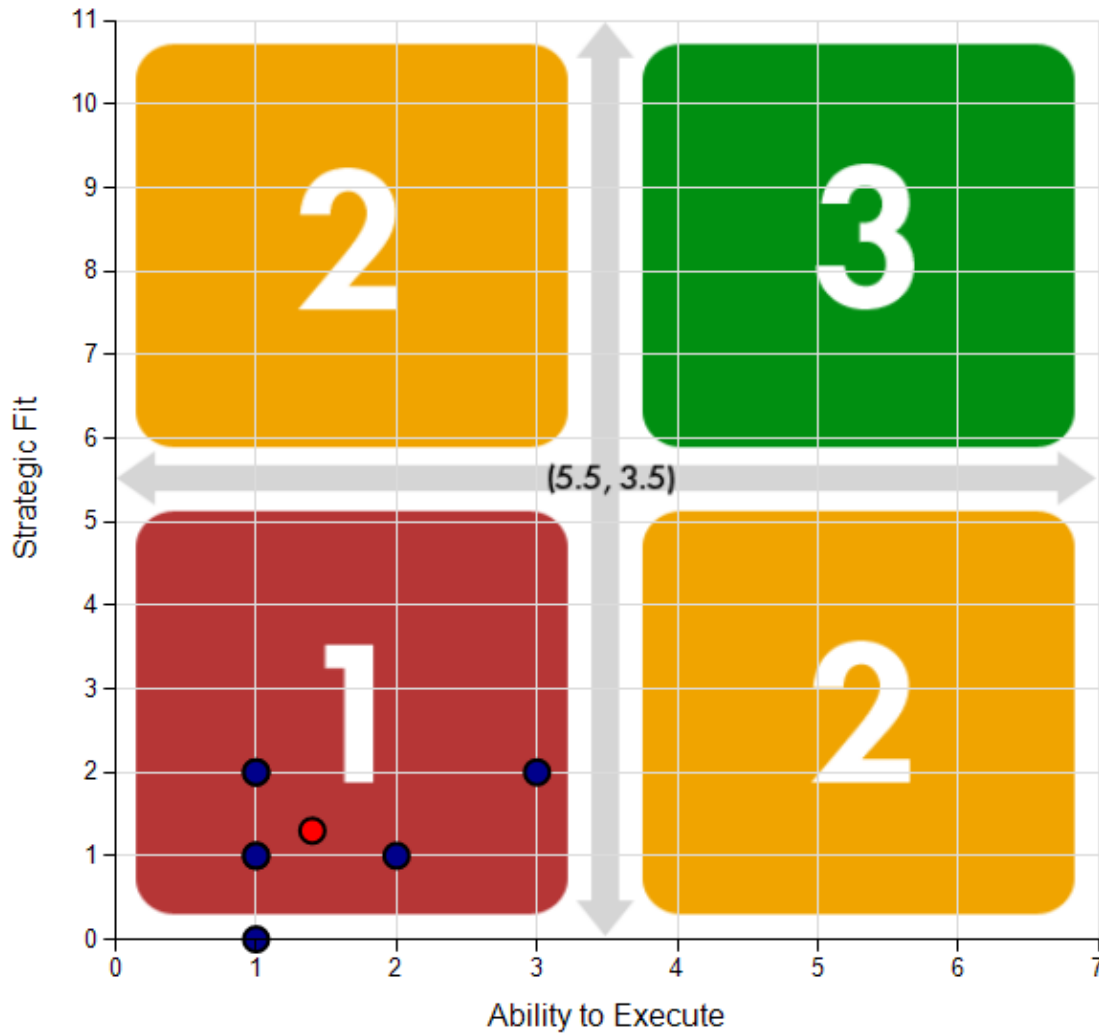
- Does your firm have a current documented supply chain strategy that is a component of its overall corporate strategy?
- Has your company redefined the supply chain as a value delivery system, clearly identifying the significant contributors from the customer to the lowest level provider?
- Are you managing your supply chain holistically rather than just managing individual components of your Supply Chain?

## **Ability to Execute**

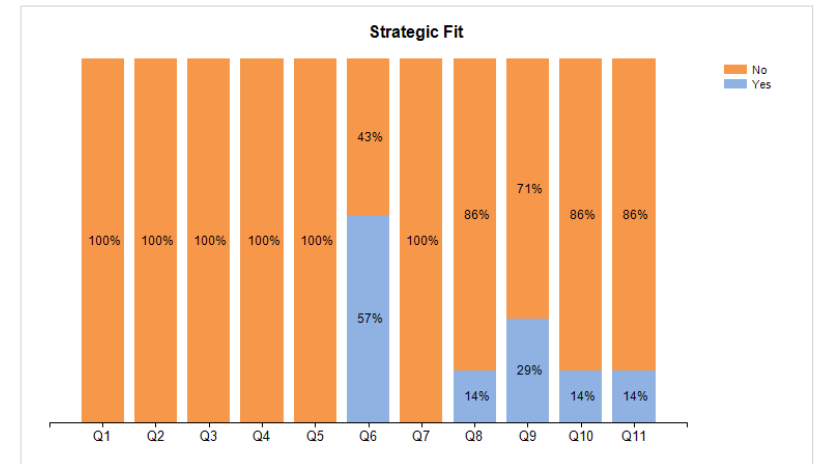
- Does your company invest more money than necessary in low return, low impact areas?
- Does your company have an enterprise information system that is integrated with your supply chain member's information systems?
- Does your company have demand visibility from the customer down to the lowest tier supplier?

# Establish Strategic Objectives: Supply Chain Maturity Assessment

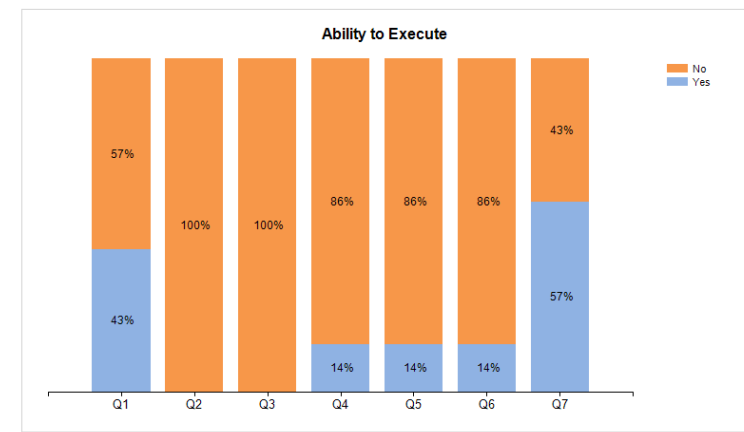
## Strategic Fit vs. Ability to Execute



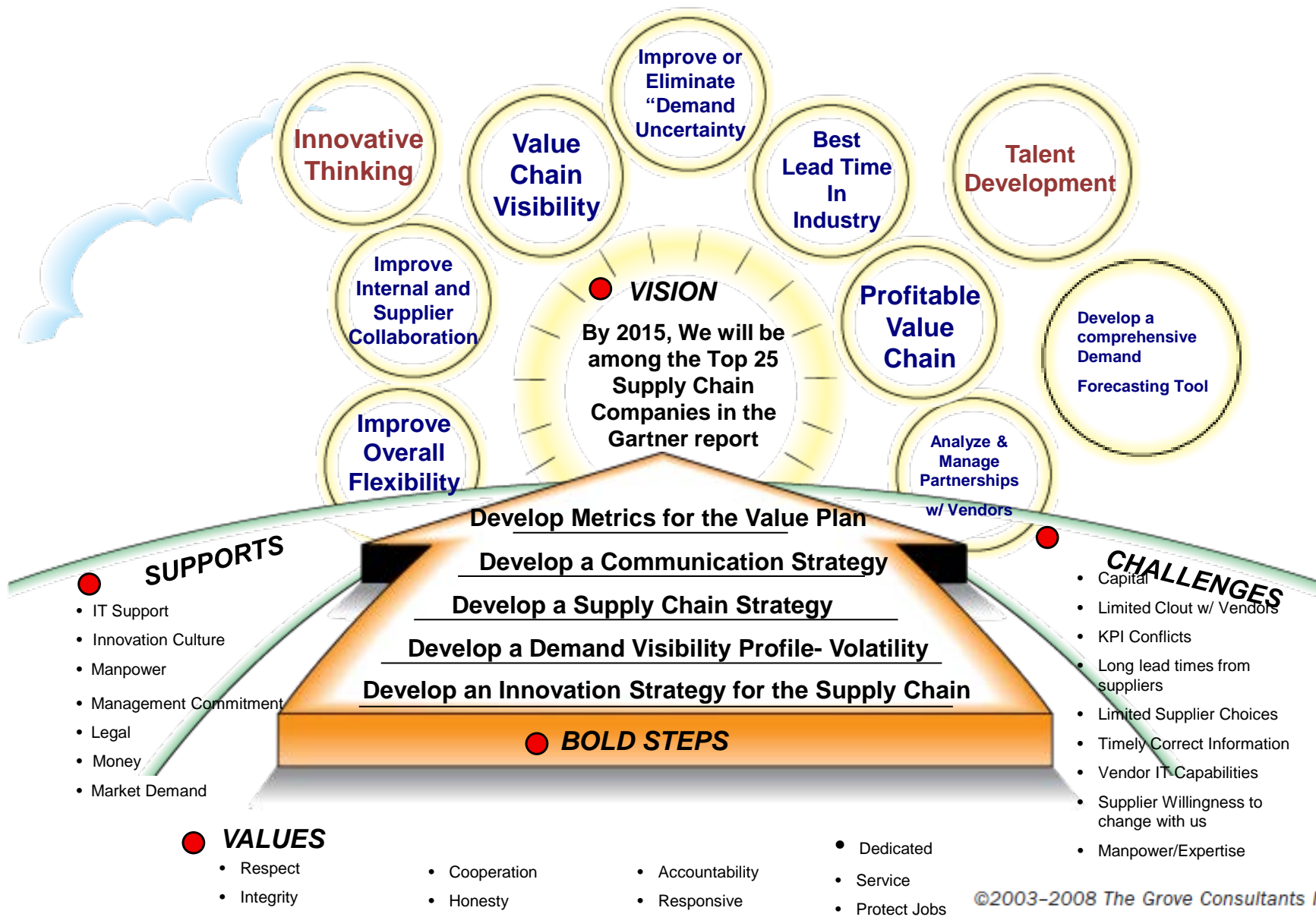
Strategic Fit



Ability to Execute

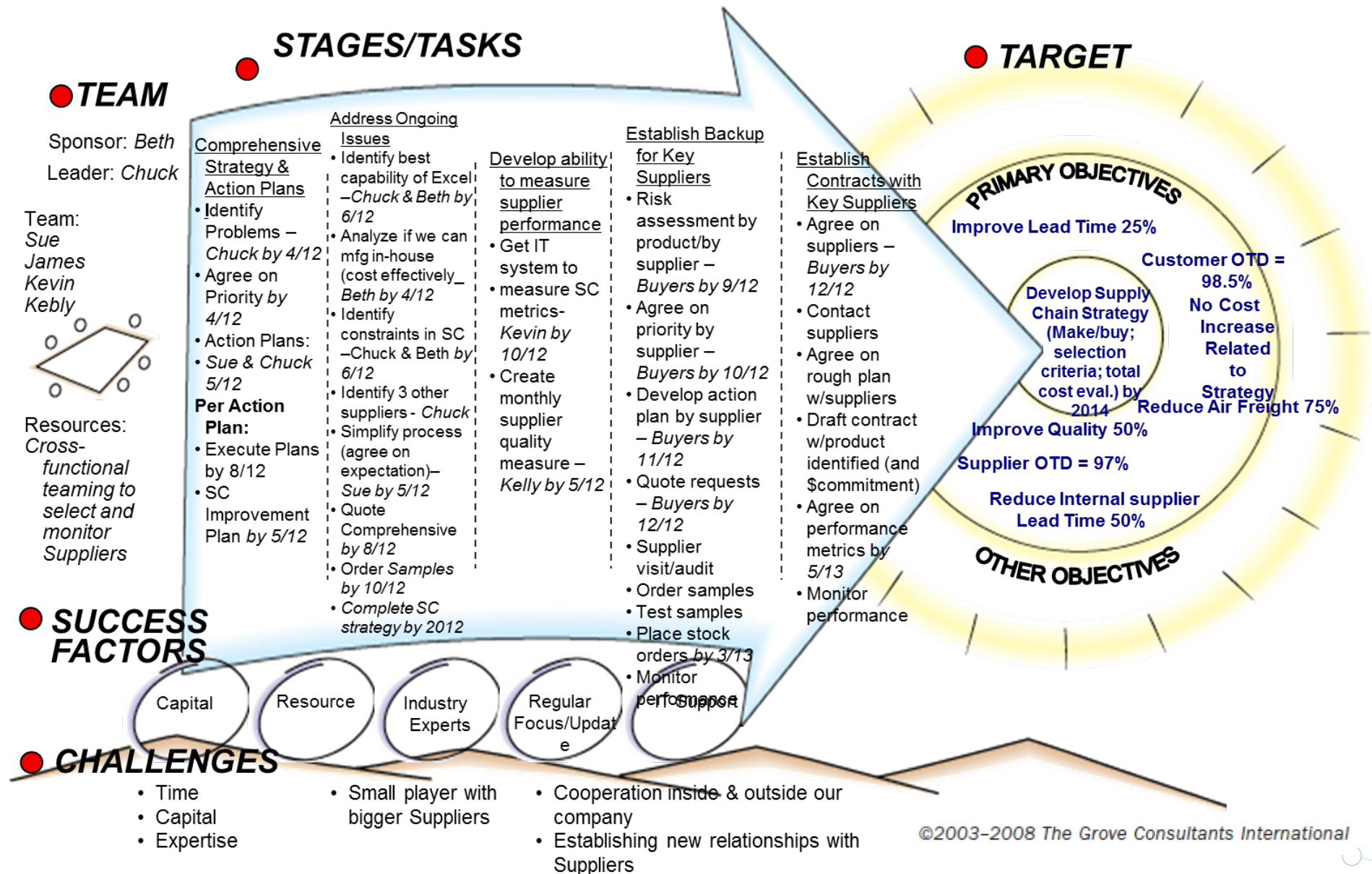


# Establish Strategic Objectives: 5 Bold Steps



©2003-2008 The Grove Consultants International

# Strategy Deployment: The Game Plan



©2003–2008 The Grove Consultants International

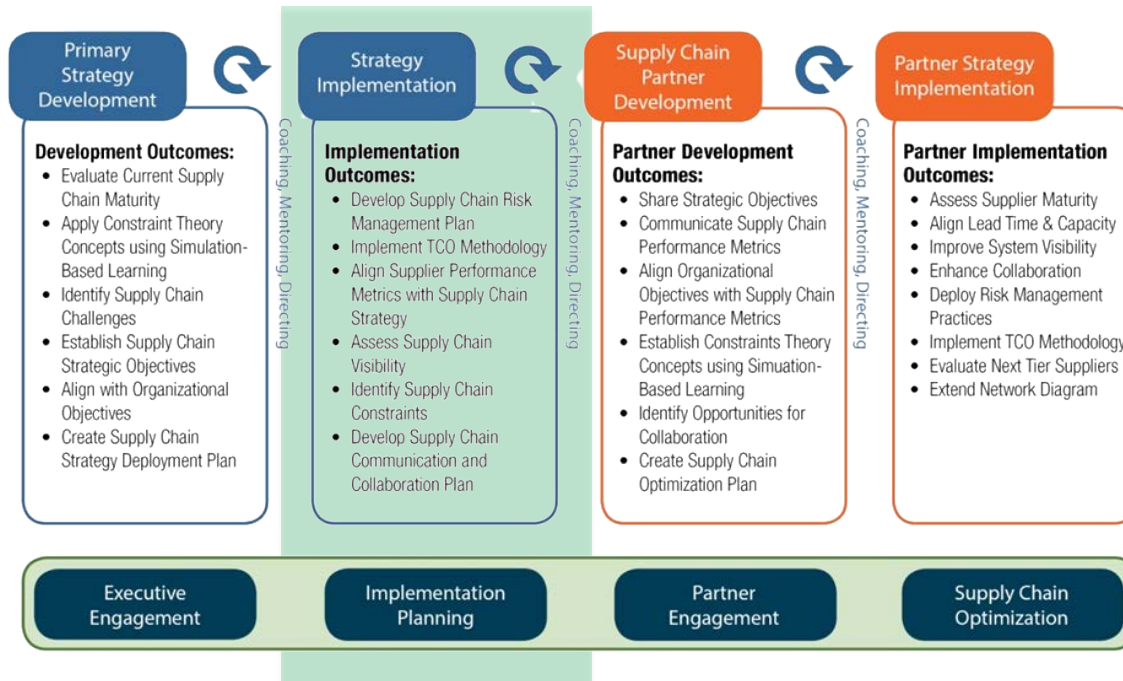
# Strategy Development Session





# Internal Strategy Implementation

## Plan and Implementation the Supply Chain Strategy



# Internal Strategy Implementation

## Strategy Implementation



### Deploy Strategy:

- Develop Supply Chain Risk Management Plan
- Implement TCO Methodology
- Align Supplier Performance Metrics with Supply Chain Strategy
- Assess Supply Chain Visibility
- Identify Supply Chain Constraints
- Develop Supply Chain Communication and Collaboration Plan

Coaching, Mentoring, Directing

## Visibility

## Implementation Outcomes:

- Develop Supply Chain Risk Management Plan
- Implement a Total Cost of Ownership (TCO) Methodology
- Align Supplier Performance Metrics with Supply Chain Strategy
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# Network Diagram and Constraining Suppliers

## Strategy Implementation



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## Visibility

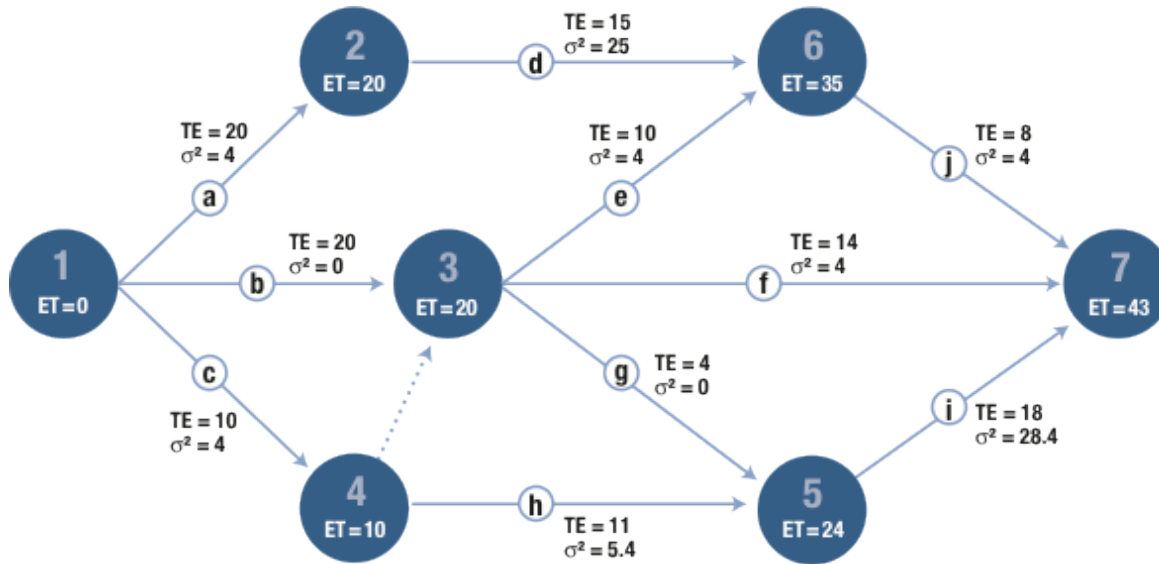
## Develop Network Diagram

- Identify your Supply Chain members for a particular product line or family
- Collect performance data for each member
- Map out the suppliers in terms of a Value Chain/Stream

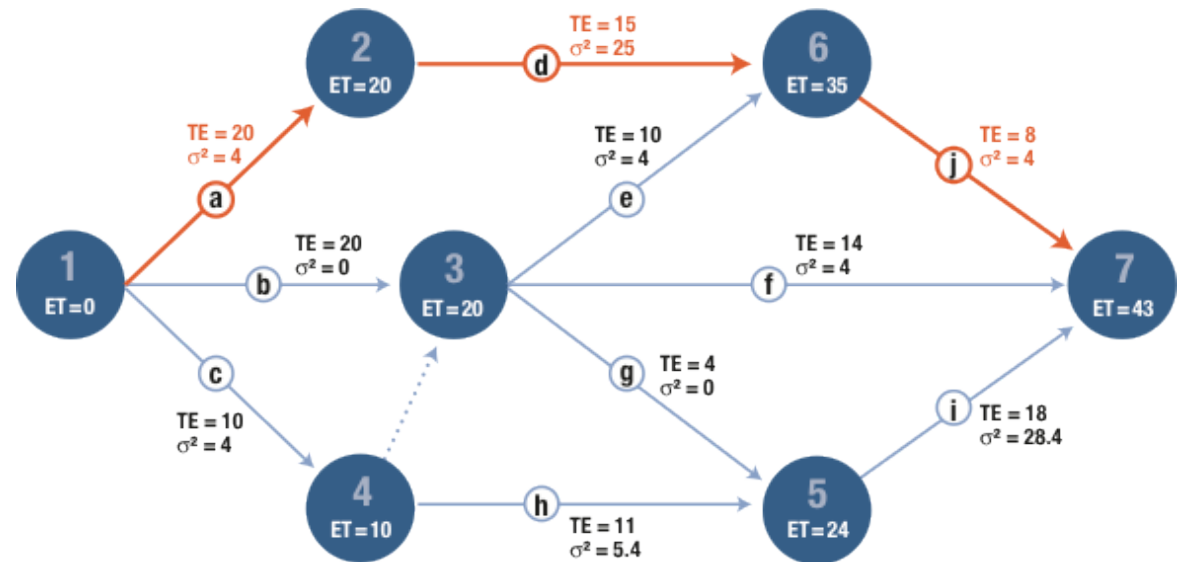
## Identify Constraining Suppliers

- Per the performance data, note suppliers that are not meeting the performance criteria
- Hone in on suppliers that are crucially constraining the supply chain

# Supplier Network Map with Constraint



PERT analysis is used to identify constraints with regards to lead time *and variation*. This focuses where to expend efforts.



# Deploy Risk Management Practices

## Strategy Implementation



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






## Visibility

## Deploy Risk Management Practices

- **Benefits of Implementing a Risk Management Program**
  - Identify, Assess, Manage and Monitor the Supply Chain Risks
  - Quantify “cost” of Risks
  - Understand significance/severity of risks
  - Reduce occurrences and impacts of risks
  - Promote organizational behaviors focused on risk management
  - Increase effectiveness of product and service delivery to customer

# Supply Chain Risks

## Top 10 global business risks for 2014

	2014	2013	Rank	Trend
	<b>1 Business interruption, supply chain risk</b> 43%	46%	(1)	—
	<b>2 Natural catastrophes</b> (for example, storm, flood, quake) 33%	44%	(2)	—
	<b>3 Fire, explosion</b> 24%	31%	(3)	—
	<b>4 Changes in legislation and regulation</b> 21%	17%	(4)	—
	<b>5 Market stagnation or decline</b> 19%	12%	(8)	↗
	<b>6 Loss of reputation or brand value</b> (for example, from social media) 15%	10%	(10)	↗
	<b>7 Intensified competition</b> 14%	17%	(5)	↘
	<b>8 Cyber crime, IT failures, espionage</b> 12%	(-)	(-)	● NEW
	<b>9 Theft, fraud, corruption</b> 10%	(-)	(-)	● NEW
	<b>10 Quality deficiencies, serial defects</b> 10%	13%	(6)	↘

The third annual Allianz Risk Barometer survey was conducted among risk consultants, underwriters, senior managers and claims experts in the corporate insurance segment of both Allianz Global Corporate & Specialty (AGCS) and local Allianz entities. Figures represent the number of responses as a percentage of all survey responses (557)



# Identify and Evaluate the Supply Chain Risks

## Strategy Implementation



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Coaching, Mentoring, Directing

Visibility



# The Risk Workbook Tabs

## Risk Trigger

### Risk Impact Analysis

		Enter values to distinguish between high, med, and low Risk Impact Numbers
High	Greater than	200
Med	Everything else	N/A
Low	Less than	100

Enter Data in Orange Cells

For each "If-Then" statement score Probability, Detectability, and Severity

Risk Category	Risk Description	"IF - THEN" Risk Statement	Probability	Detectability	Severity	Risk Impact Number	Probability %
1 Logistics	Glass panel cost includes component for delivery and is sensitive to increases in fuel cost	If fuel prices increase 5% or more then supplier will raise cost of panels to compensate	9	4	6	216	90%
2 Supplier Performance	There has been a problem with photovoltaic cells shortly after installation	If cells fail early, warrantee replacement costs will lower profit margin and erode customer confidence	3	5	8	120	30%
3 Labor	Glass panel supplier is currently in contract negotiations with labor union	If glass panel supplier goes on strike it could result in inventory shortages and inability to fill orders	2	4	4	32	20%
4 Capacity	Manual lamination process is time consuming and is limited by line capacity	If capacity is lacking then the increase in the manual lamination process will cause late orders	8	4	5	160	80%
5 Legal	Installers could potentially cause roof leaks resulting in litigation for damage and inventory loss at customer location	If installer errors result in leaks in customer's roof, leaks could damage inventory at customer facility	5	6	8	240	50%

5	Legal	Installers could potentially cause roof leaks resulting in litigation for damage and inventory loss at customer location	If installer errors result in leaks in customer's roof, leaks could damage inventory at customer facility	Report of roof damage
---	-------	--	---	-----------------------

18	
19	
20	

5/28/14



# The Risk Workbook Tabs

Risk Response Register

		Enter values to distinguish between high, med, and low RPNs
High	Greater than	200
Med	Everything else	N/A
Low	Less than	100

Enter Data in Orange Cells

Enter the mitigation strategy, trigger, fallback strategy, & owner's contact information

Risk Category	Risk Description	"IF - THEN" Risk Statement	Risk Impact Number	Risk Mitigation Strategy	Trigger	Trigger Activated Y/N	Fall Back Mitigation Strategy	Risk Owner Contact Info	Trigger Activated Date	Due Date	Notes
1 Logistics	Glass panel cost includes component for delivery and is sensitive to increases in fuel cost	If fuel prices increase 5% or more then supplier will raise cost of panels to compensate	216	Negotiate long-term contract with logistics suppliers	Fuel prices increase 5% over contract base	Y	Identify alternative suppliers	Emily Pearson (515) 755-0107	5/1/14	5/30/14	Contract discussions are underway with 3 logistics providers.
2 Supplier Performance	There has been a problem with photovoltaic cells shortly after installation	If cells fail early, warrantee replacement costs will lower profit margin and erode customer confidence	120	Implement new advanced technology cell test	Failure rate exceeds 1%	N	Identify alternative suppliers	Bob Davis (515) 755-0110			Continue monitoring
3 Labor	Glass panel supplier is currently in contract negotiations with labor union	If glass panel supplier goes on strike it could result in inventory shortages and inability to fill orders	32	Reserve additional capacity at alternate glass panel supplier	Labor negotiations exceed 3 weeks	N	Identify alternative suppliers	Jill Samson (515) 755-0100			Continue monitoring
4 Capacity	Manual lamination process is time consuming and is limited by line capacity	If capacity is lacking then the increase in the manual lamination process will cause late orders	160	Implement second lamination cell to handle increases in customer demand	Order volume increases more than 20%	N	Implement automated production line	Emily Pearson (515) 755-0107			Continue monitoring
5 Legal	Installers could potentially cause roof leaks resulting in litigation for damage and inventory loss at customer location	If installer errors result in leaks in customer's roof, leaks could damage inventory at customer facility	240	Redesign installation kit and develop installer qualification program	Report of roof damage	N	Develop installation kit with non-penetrating attachment	Ron Jones (515) 755-0102			Continue monitoring

# Implement TCO Methodology

## Strategy Implementation

### Deploy Strategy:

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Coaching, Mentoring, Directing

Visibility



# Implement TCO Methodology

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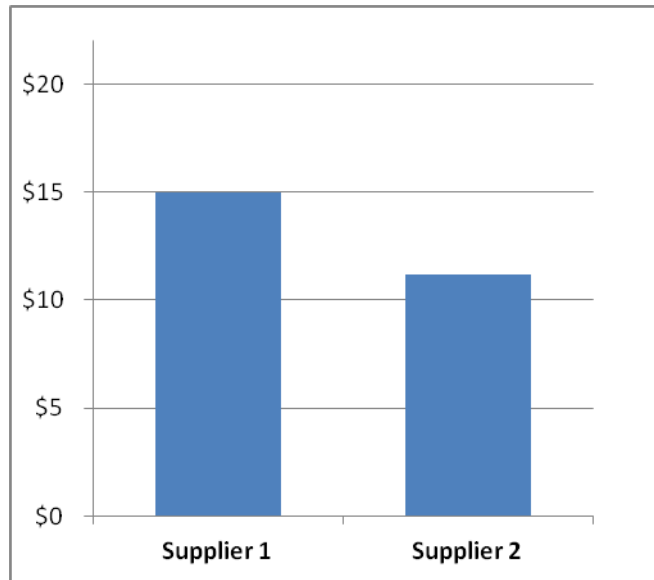
## Visibility

## Implement TCO Methodology

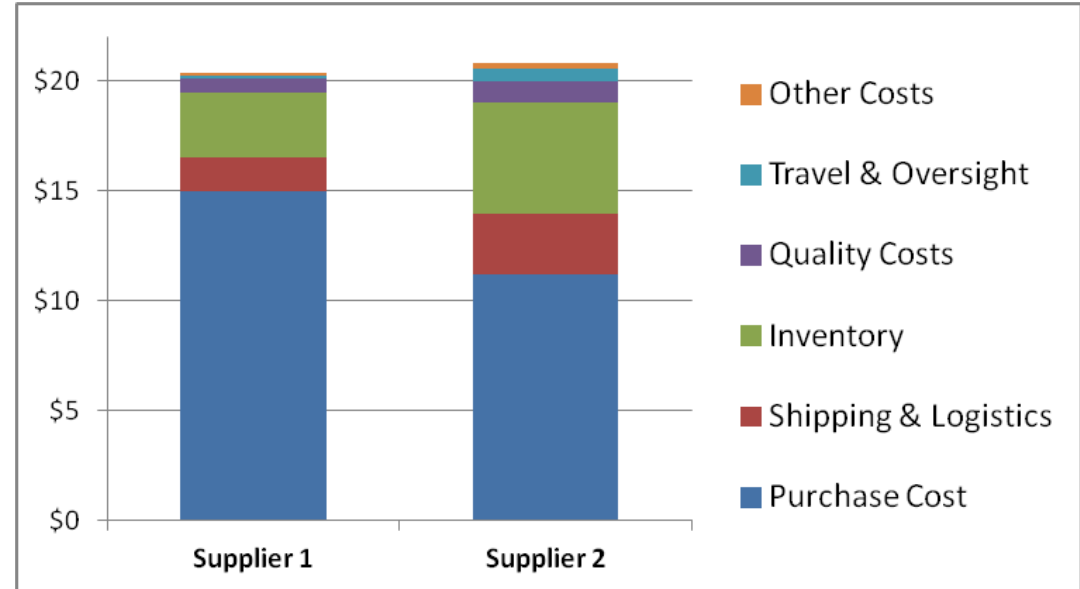
- Benefits of Using TCO
  - Provides knowledge of both visible and hidden costs
  - Understand the true cost of sourcing decisions
  - Allows better operating and financial trade-off decisions
  - Can provide an assessment of ecological and social costs

# “Traditional” vs. TCO Decision Making

Purchase Cost Only



Total Cost of Ownership



TCO Provides a More Complete & Competitive Measurement of Both Direct *and* Indirect Acquisition Costs to Aid in Strategic Sourcing Decisions

# The TCO Calculator™

TCO Calculator

## Total Cost of Ownership Calculator Main Menu

TCO Inputs | TCO Outputs | DataBase Editor | About

**Data Input**

Product Info	Shipping Info	Inventory Info	Risk Mitigation Info
Demand Info	Vendor Lead Time	Expediting Info	Add'l/Misc. Info
Vendor Info	Transportation Info	Oversight Info	PRINT Collection Sheet
			PRINT Entered Data

Save File to Disk | Exit Calculator

MEP Supply Chain Optimization

Transportation Information

	Supplier AA	Supplier BB	Supplier CC	Supplier DD
14 Name of Supplier	Supplier AA	Supplier BB	Supplier CC	Supplier DD
Transportation Information				
38 Time for Consolidation at Port of Departure (calendar days)	0	14	14	0
39 Number of Containers that Enter the United States Annually	132	80	60	50
40 Ocean Shipping Distance (nautical miles)	---	5,903	5,724	---
41 Trans. Time, Port to Port (calendar days)	---	17	15	---
42 Ocean Freight Port of Discharge	---	Los Angeles, CA	Los Angeles, CA	---
43 Time for Consolidation at Port of Entry and Customs Clearance (calendar days)	0	14	14	0
44 Brokerage Fees, Per Order	\$0.00	\$13.00	\$1.00	\$0.00
45 Import Duty and Taxes, Per Order	\$0.00	\$500.00	\$600.00	\$0.00
46 Ground Distance in Miles from Seller (or Port of Entry) to Buyer	451	1,930	1,930	2,111
47 Intermodal: Percentage of US Ground Transport by Rail	0%	50%	95%	0%
48 Freight Costs from Seller or US Port to Buyer	\$123.45	\$234.56	\$147.25	\$159.35
49 Other Transportation Costs	\$234.56	\$345.56	\$471.85	\$753.24

Notes:

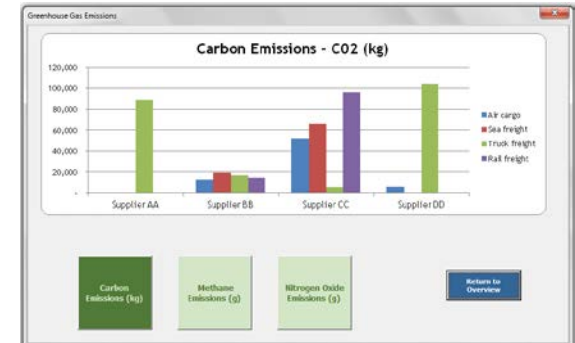
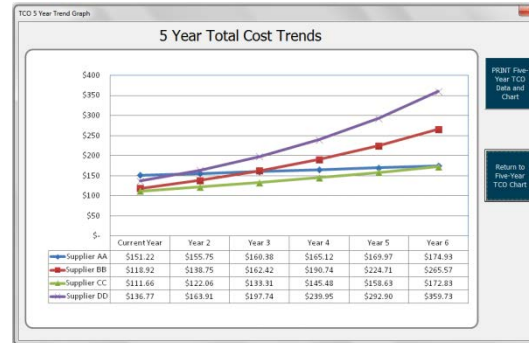
< Previous | Main Menu | Next >

Output - Overview

### TCO Output - Overview: PER UNIT Total Cost

	Supplier AA	Supplier BB	Supplier CC	Supplier DD
Quoted Cost	\$123.45	\$100.10	\$80.55	\$120.00
Packaging Cost	\$12.34	\$15.25	\$25.01	\$9.99
Transportation Costs	\$0.01	\$63	\$2.37	\$0.04
Quality Costs	\$2.72	\$2.88	\$3.69	\$4.55
Inventory Costs	\$6.60	\$8.85	\$6.61	\$5.50
Expediting Costs	\$3.37	\$1.77	\$2.49	\$6.38
Oversight Costs	\$0.04	\$0.10	\$0.20	\$0.35
Risk Management Costs	\$0.83	\$0.21	\$4.42	\$0.00
Miscellaneous Costs	\$0.00	\$0.00	\$0.00	\$0.00
<b>Total Cost, per unit</b>	<b>\$151.22</b>	<b>\$118.92</b>	<b>\$111.66</b>	<b>\$136.77</b>

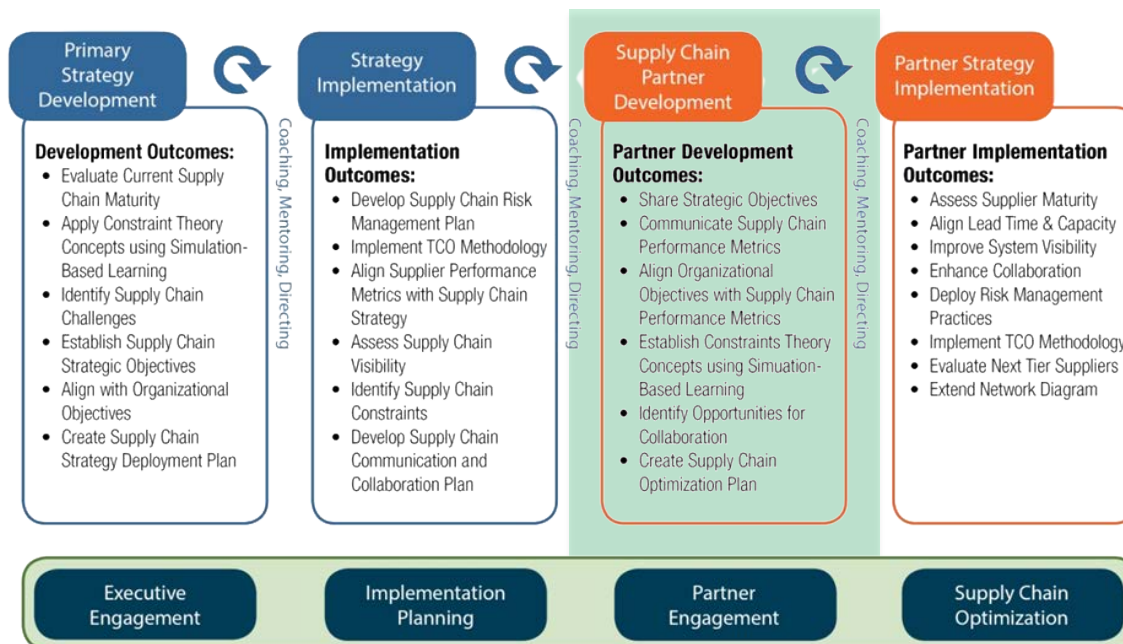
TCO Composition Graphs | Return To Main Menu | Print TCO Output | Dynamics | Economics



Example Screen Shots

# Partner Strategy Collaboration

## Communicate the Supply Chain Strategy



# Partner Strategy Collaboration

## Partner Engagement



### Communicate Strategy:

- Share Strategic Objectives
- Communicate Supply Chain Performance Metrics
- Align Organizational Objectives with Supply Chain Performance Metrics
- Establish Constraints Theory Concepts
- Identify Opportunities for Collaboration
- Create Supply Chain Optimization Plan

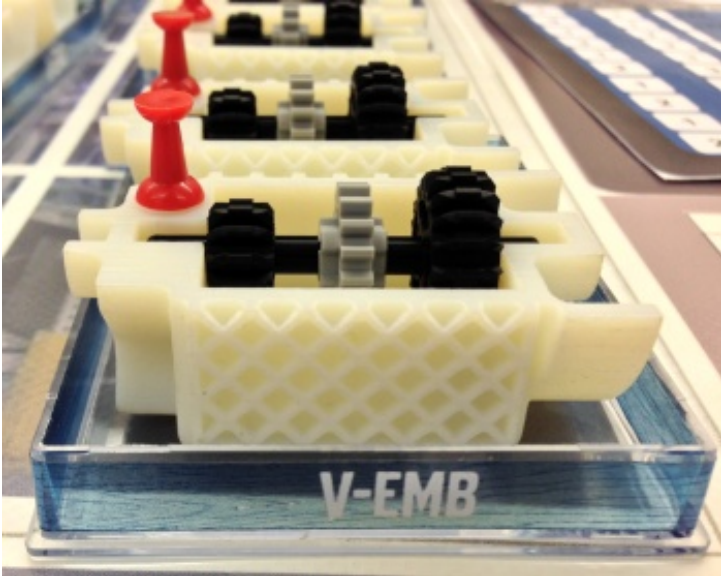
Coaching, Mentoring, Directing

## Collaboration

## Partner Collaboration Outcomes:

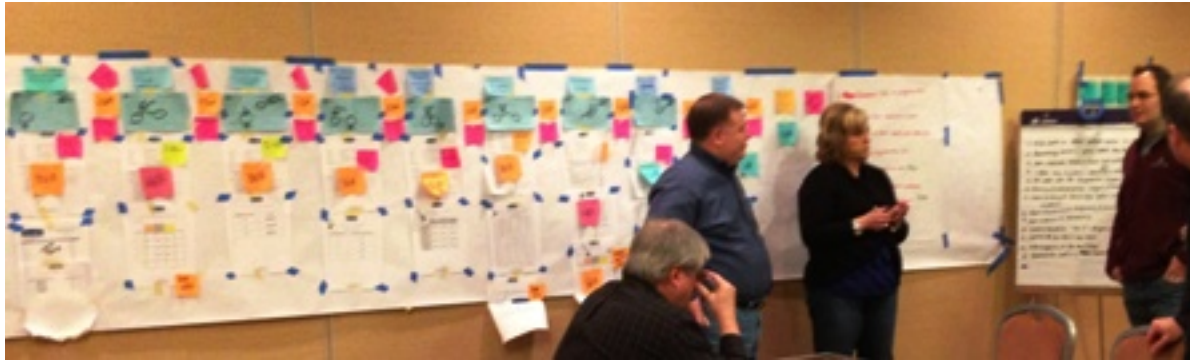
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# Supplier Communication Event: S4Lean™





# Supplier Communication Event: VSM



Collaborative Value Stream Mapping

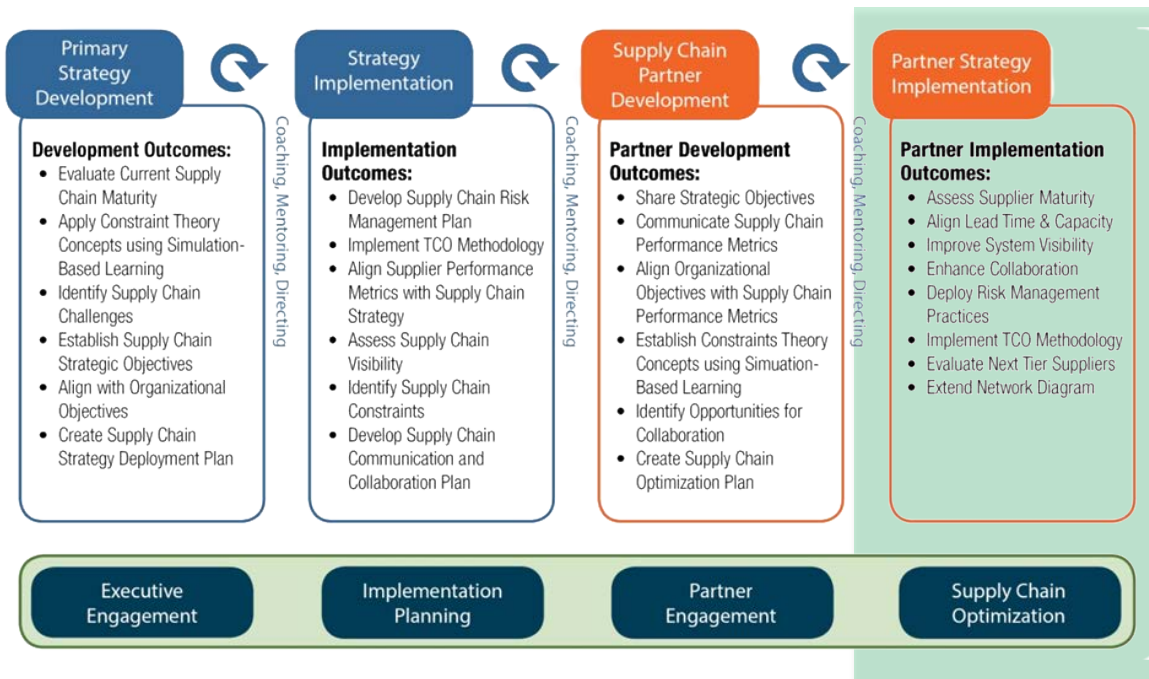
# Supplier Communication Event

## Outcomes:

- Educate your suppliers on the supply chain strategy and how they fit
- Train the supplier on *synchronous communication*
- Build Trust
- Develop desire of the suppliers to improve network execution:
  - *Lead Time*
  - *On Time*
  - *Quality*
  - *Total Cost*
  - *Risk Management*

# Partner Strategy Implementation

## Supply Chain Optimization



# Partner Strategy Implementation

## Partner Deployment

### Implement Improvements:

- Assess Supplier Maturity
- Align Lead Time, Capacity and Quality Systems
- Integrate Performance Measurements
- Improve System Visibility
- Enhance Collaboration
- Deploy Risk Mgmt Practices
- Implement TCO Methodology
- Implement Sustainability Initiatives
- Evaluate Next Tier Suppliers
- Apply Strategic Sourcing
- Extend Network Diagram
- Optimize Flow

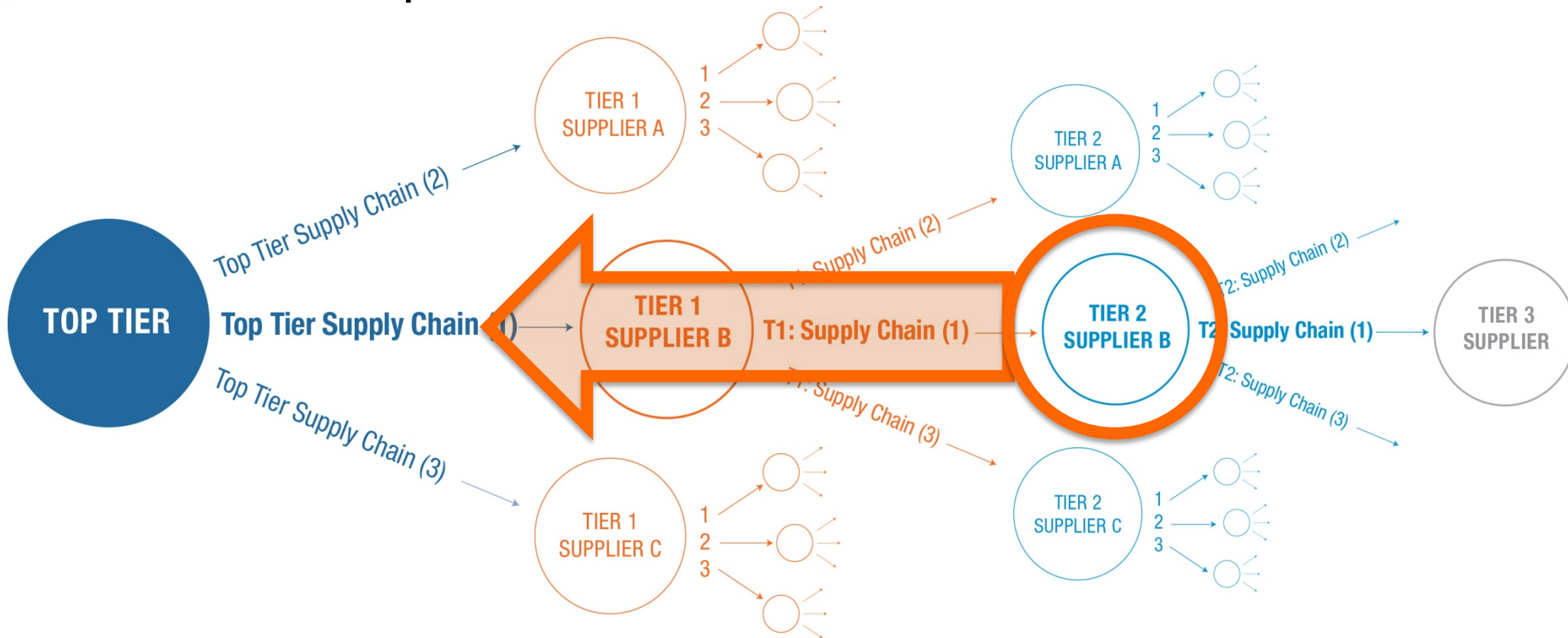
## Optimization

## Partner Implementation Outcomes:

- Assess Supplier Maturity
- Align Lead Time & Capacity
- Improve System Visibility
- Enhance Collaboration
- Deploy Risk Management Practices
- Implement TCO Methodology
- Evaluate Next Tier Suppliers
- Extend Network Diagram

# The Drive for Optimization

Suppliers can use SCO to make themselves more attractive partners



# Supply Chain Optimization

Why Undergo Optimization?

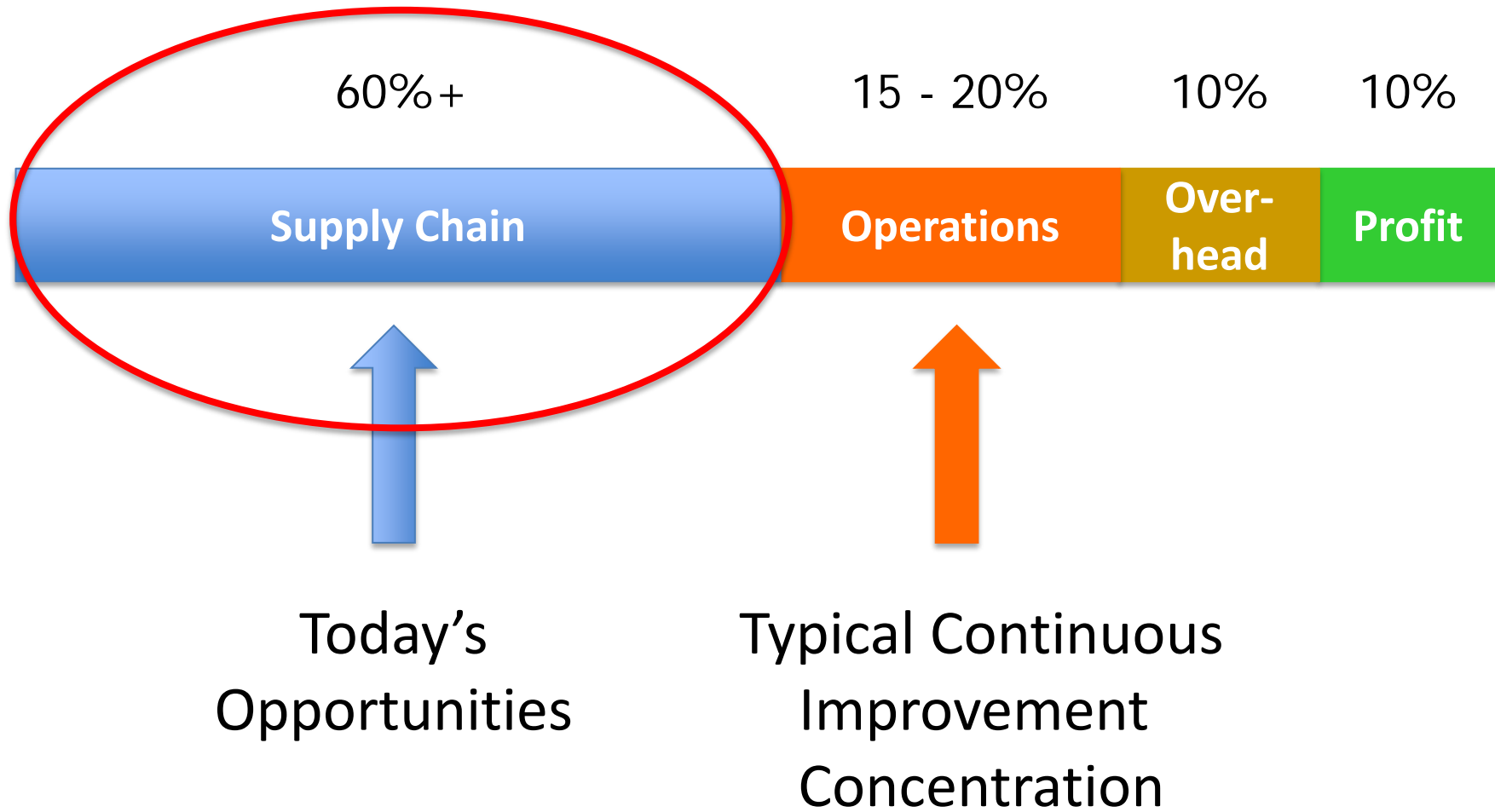
# Supply Chain Costs Across Industries

Supply Chain Costs as a Percent of Sales \*

<b><i>Industry</i></b>	<b><i>% Purchased</i></b>
<b><i>All industry</i></b>	<b>52</b>
<b><i>Automobile</i></b>	<b>67</b>
<b><i>Food</i></b>	<b>60</b>
<b><i>Lumber</i></b>	<b>61</b>
<b><i>Paper</i></b>	<b>55</b>
<b><i>Petroleum</i></b>	<b>79</b>
<b><i>Transportation</i></b>	<b>62</b>

\*(APICS study 2009)

# Why Optimize the Supply Chain



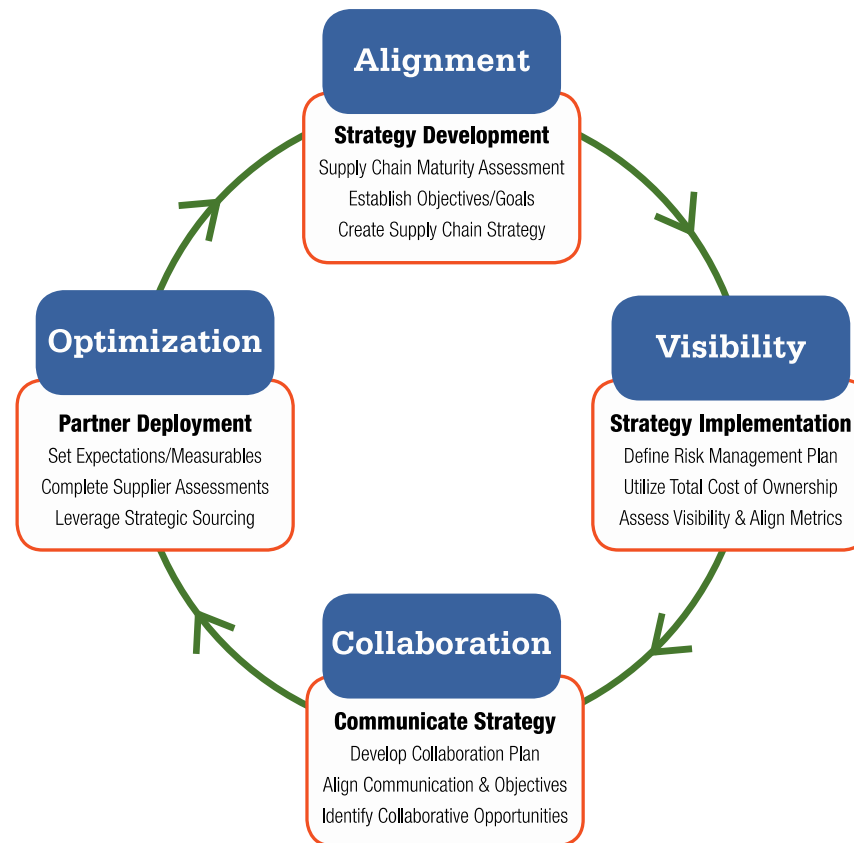


# Competitive Edge

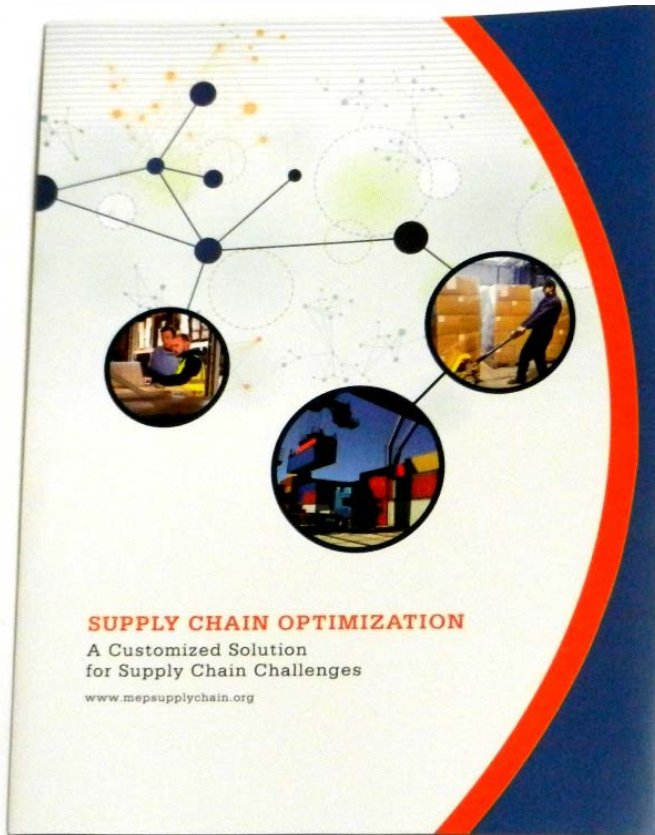
Competition is no longer between companies, it's between supply chains. The volatile economy means that manufacturers have to be much more agile, flexible, and responsive to external pressures.

Those with optimized supply chains experience benefits like:

- Lower Costs
- Better Delivery
- Increased Quality
- Competitive Edge



# More Information - The MEP SCO Folder



The folder cover features a network diagram with nodes and connecting lines, overlaid on a background of faint circular patterns. Three circular inset images show a person working at a computer, a person in a warehouse, and a factory interior. The text is positioned in the lower half of the cover.

**SUPPLY CHAIN OPTIMIZATION**  
A Customized Solution  
for Supply Chain Challenges  
[www.mepsupplychain.org](http://www.mepsupplychain.org)



The document is titled "ACQUIRING THE ROADMAP" and "SUPPLY CHAIN OPTIMIZATION OVERVIEW". It contains several sections of text and a bulleted list of key areas.

**ACQUIRING THE ROADMAP**  
**SUPPLY CHAIN OPTIMIZATION OVERVIEW**

Due to ever increasing volatility in the global manufacturing environment, companies can no longer rely on a strategy of lowest price, shortest lead time and acceptable quality. Today, high performing, optimized supply chains are collaborative through their multiple tiers. They quickly identify and mitigate volatility and have the capability to develop, manufacture and distribute new or improved products more rapidly than ever before. U.S. manufacturers now have a roadmap to improving their supply chain performance, MEP's Supply Chain Optimization.

**A STRATEGIC APPROACH TO SUPPLY CHAIN OPTIMIZATION**

Within the Supply Chain Optimization program, MEP centers are the only resource able to help you focus on the critical areas of the supply chain at all levels; from the top tier through all supporting tiers and value chains down to the lowest tier. Based on a Theory of Constraints methodology, MEP centers improve supply chain performance by quantifying the needs of the supply chain and focusing on improving the points in the process which are impeding the throughput of the entire supply chain.

**WHY MEP**

Since 1989, MEP has utilized its expertise completing more than 490,000 customer engagements using its unique, boots-on-the-ground model to resolve the challenges experienced by U.S. manufacturers. The Supply Chain Optimization initiative leverages that expertise and knowledge to provide manufacturers an opportunity to create stronger supply chains that function at advanced levels. MEP centers throughout the U.S. have the capability to provide a customized and collaborative solution to an organization's supply chain improvement needs in a consistent approach in every state. MEP leverages its network to provide local assistance for planning, training and implementation, including:

- Change Management
- Lean/Six Sigma Enterprise
- Theory of Constraints
- Demand Planning
- Product Development
- Six Sigma
- Quality Management Systems
- Strategic Energy Management
- Sourcing & Logistics
- Risk Identification/Mitigation
- Total Cost of Ownership
- Collaborative Product Development
- Supply Synchronization
- Workforce Effectiveness
- Leadership Development

**WHAT TO EXPECT**

Manufacturers that commit to this journey can rely upon expert coaching and mentoring from America's most trusted source for manufacturing competitiveness. We will guide you through a transfer of knowledge that supports building a strategy from which tactics and subsequent implementation occur. Manufacturers can expect to be better positioned to develop, source, manufacture, and distribute superior products at lower total costs; as well as to increase revenue, profit and shareholder value faster than competitors.

MEP SUPPLY CHAIN OPTIMIZATION | [WWW.MEPSUPPLYCHAIN.ORG](http://WWW.MEPSUPPLYCHAIN.ORG) | © 2013 MEP

# SCO Website – www.mepsupplychain.org

MEP Supply Chain Optimization

Connect Resources Blog

CONTACT US

At the heart of the Supply Chain Top 25 is the notion of **demand-driven leadership**...that integrates **demand, supply and product** into a **value network**.

Debra Hofman, Managing Vice President  
Gartner

I'M A Manufacturer

I'M AN MEP Center

Supply Chain Optimization

Due to ever increasing volatility in the global manufacturing environment, companies can no longer afford the longest lead time and acceptable quality. Today, high-performing, optimized supply chains can identify and mitigate volatility and have the capability to develop, manufacture and deliver products more rapidly than ever before. U. S. manufacturers now have a roadmap to improving their supply chain. Interested in our E-Newsletter? Sign up [here!](#)

STRATEGIC APPROACH

WHY MEP

WHERE TO BEGIN

WHAT TO EXPECT

MEP Supply Chain Optimization

## RESOURCES

MEP's Supply Chain Optimization converts supply chain strategies into tangible supply chain collaboration by utilizing an approach that equips manufacturers with the tools needed to improve. MEP leverages its expertise resolving the challenges experienced by U.S. manufacturers to create stronger supply chains that function at advanced levels.

Please find a downloadable list of individual resources based on the MEP Supply Chain Optimization program. If you'd like a complete marketing kit to arrive via mail, please see our [Connect](#) page for more details. We have resources strategically stationed around the country to assist you on this critical journey. Contact the Supply Chain experts at MEP today!

### Initiative Overview

This [downloadable PDF](#) is a great overview of the benefits to both manufacturers and their communities, of embarking upon a Supply Chain Optimization project.

### Manufacturer Engagements

**Leadership Overview** - This half-day event solidifies a means for assessing the landscape for Supply Chain Optimization participation.

**Executive Engagement** - This two-day event is intended to help manufacturers to chart the voyage for their Supply Chain Optimization journey. Partners or suppliers are highlighted for the second phase or Partner Engagement session.

# Information Sharing - SCO Blog and eNewsletter



## New Hampshire to Host Supply Chain Optimization Event

100

### Supply Chain Strategy Leadership Overview

Assessing the Landscape

**Date:** June 4, 2014 **Time:** 8:30 a.m. – 12:30 p.m.

**Location:** Best Western PLUS, 13500 S. Willow St. Manchester, NH 03103

**Cost:** Complimentary, No Charge Event

This overview is intended to demonstr... [Read More](#)

## The Advantages of a Short, Sustainable Supply Chain



By Gray Rinehart

Long before I ever heard the terms "supply chain" or "sustainability" – when I was fresh out of college, and before I went on active duty in the Air Force – I worked for a factory that had and still has one of the shortest an... [Read More](#)

## ISO 9001:2015 Revision – Things Could Get Risky



What you need to know about the ISO 9001:2015 Revision

ISO 9001 has been the quality management standard, with almost 1 million businesses certified around the world, according to American Society for Quality. ISO has had many revisions including, 1994, 2000, and 2008 vers... [Read More](#)



## How Understanding Customers Can Strengthen Your Supply Chain

*Excerpted from PNC's Business Insights, David Boulay, Ph.D., talks of how the Manufacturing Extension Partnership provides a roadmap for manufacturers to create more dynamic, customer-focused supply chains*

I'm of the belief that supply chain discussions don't always have to be "doom and gloom." Manufacturers are well aware of the negative aspects of the lack of a supply chain strategy. With ramifications of productivity losses, supplier failures or the inability to react to adverse events, manufacturers understand that the lack of a plan has many consequences. But perhaps it leads to opportunities, too; one in particular brings us even closer to the customer - [Read more](#)

### Upcoming MEP Events

5/01/14

[TCO Workshop \(public\)](#)

TriCounty Technical College

SCMEP

Pendleton, South Carolina

5/02/14

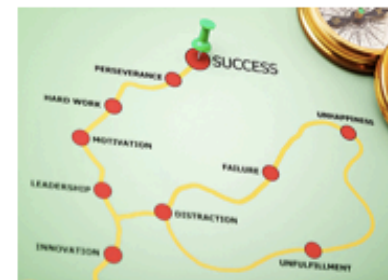
[TCO Workshop \(public\)](#)

SCMEP Business Learning

Center

Greenville, South Carolina

[Tweet](#) [in](#) [Share](#)



# Social Media - Twitter and LinkedIn



# A Network of Support

## Manufacturing Extension Partnership (MEP) Centers



# A Sample of Companies Involved in MEP SCO



JERVIS B. WEBB COMPANY  
WORLDWIDE MATERIAL HANDLING SOLUTIONS



# Engagement Testimonials

“MEP has developed an interactive workshop focusing on the “Theory of Constraints” approach for supply chain management. With a very talented group of lean professionals on our team we had in-depth discussions and learned to look at the continuous improvement topics from a different perspective. Our team has already begun implementing new knowledge into existing programs; the two day workshop has already helped recalibrate the way we think and act.”

**Joerg Klisch, VP Operations North America**  
*Tognum America*



“MEP has put together an intelligent program that was well thought out and challenging for supply chain management team. They challenged our supply chain approach and current paradigm – forcing us to take a fresh look at what we do and how we do it. We are using the supply chain strategy tools that they provided as “take-aways” to change how we do things.”

**Bruce Broxterman, President**  
*Richards Industries*



“The two day workshop is jam packed with theory, class exercises, real life examples and interactive discussion. Our entire team was involved and challenged, and we came away with a very workable road map on how to improve our Supply Chain. Overall, the program was well worth our investment.”

**John King, North American Food Equipment Dir.**  
*Sealed Air Corporation*





# Questions

